



**Organizational Design:
Example Deliverable**

Maximizing Growth. Transforming Organizations. Unlocking Digital.

Agenda

- **Project Overview**
- Organizational Structure: Options
- Organizational Recommendation
- New Organizational Structure

Team Charter: R&D Project

Objectives for the X team

Guiding Principles

Team Structure

- Lead: Name
- Sponsor: Name
- Team Members
 - Name
 - Name
 - Name
- Advisors
 - Name
 - X team
 - X Leadership (Name)
 - X Leadership (Name)

Stakeholders

- X R&D organization
- X and X overall
- Customers and users – both current and future
- Internal X partners

Scope

- What is IN
 - All roles and groups in R&D
 - Focus on X and Y
 - Z work force
- What is OUT
 - Staff reductions
 - Staff outside R&D structure

Key Design Criteria

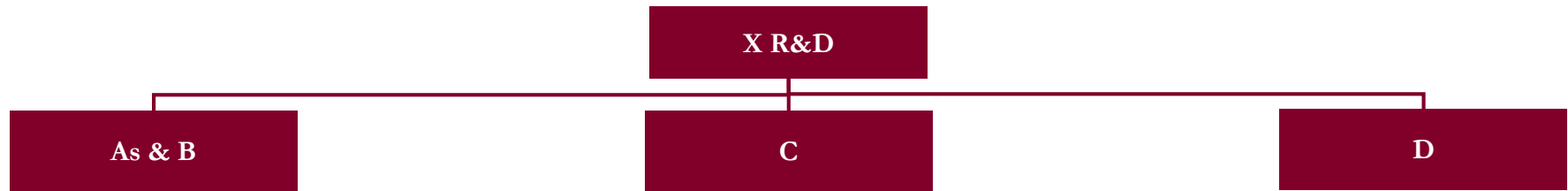
- Team must stand up and staff X number of new Xs with at least Y roles across those groups
- Guideline on number of X: Minimum X, Target of Y+
- Guideline on number of Y: No more than X layers

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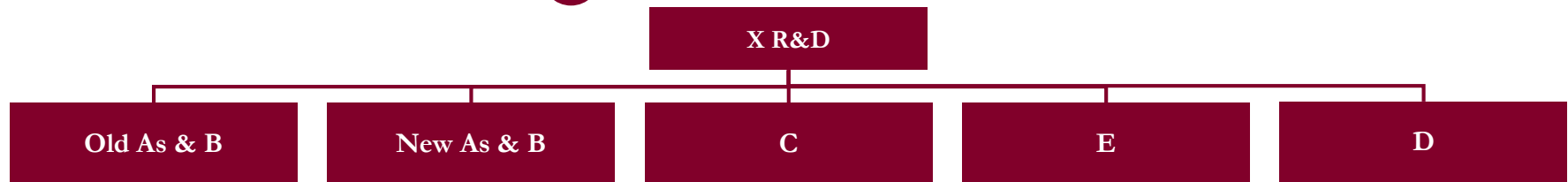
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Option 1: Organization by X Groups

1A X Orientation



1B Y Orientation



Key Observations

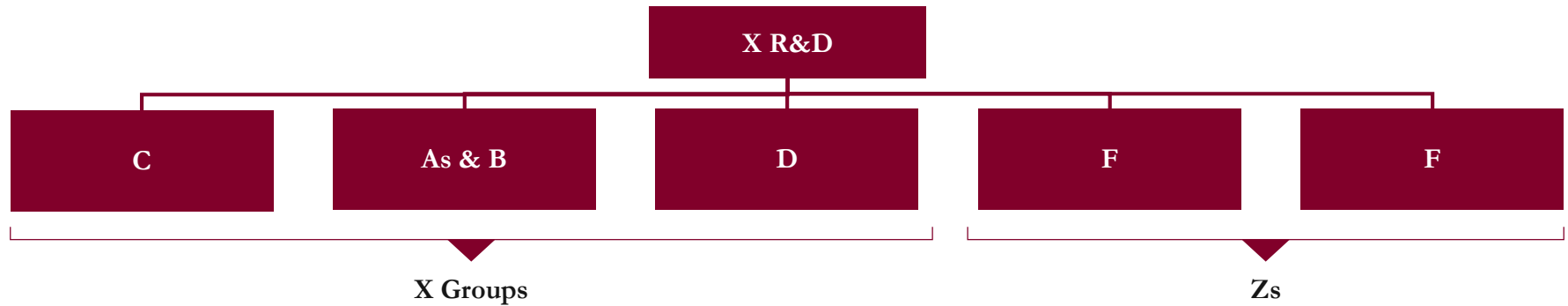
X

- This option largely reflects the R&D group's current organizational structure except the organization would have staff allocated into the X (e.g., C, D)
- This is the simplest organizational structure and would have enable X heads to manage X

Y

- This structure goes to the Y level and organizes by Y (e.g., B) not X (e.g., C)
- The heads of each group would own Ys that fall under their area of control (e.g., E)

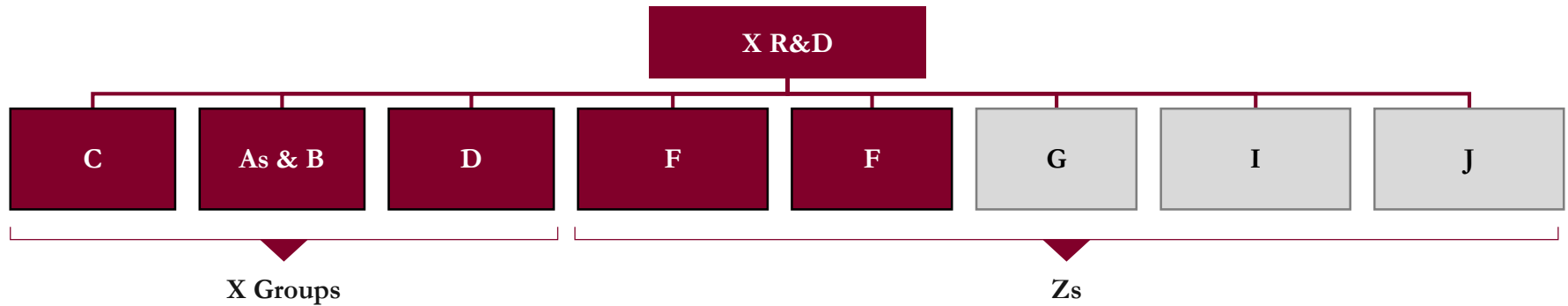
Option 2: Y Groups with a few key Zs



Key Observations

- This structure orients around three X groups (i.e., C, As and B and D) and two key Zs (i.e., F and F)
- The C organization would include all X (e.g., older A and B products) and thus allow the other groups (e.g., D, F) to focus on X
- The A & B and D groups would work on X in their relevant areas (e.g., X, X) with F focused largely on X
- The F group would “own” the X assets across the X and provide assistance with the X across the X teams to create a X

Option 3: X Groups with numerous Zs



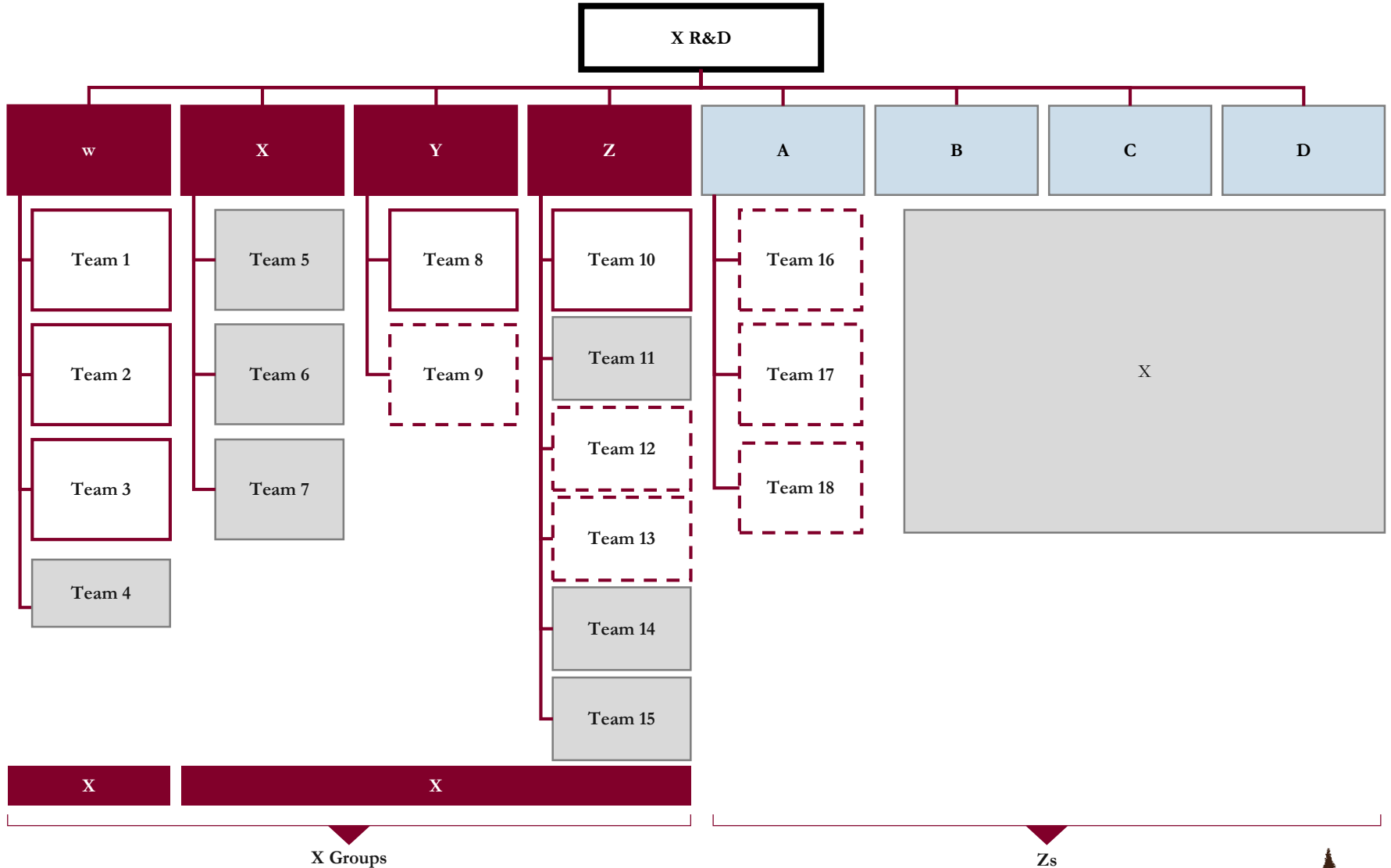
Key Observations

- This structure orients around the same three X groups (i.e., C, As and B and D) and five Zs including G, I and J
- The C organization would include all X (e.g., older A and B products) and thus allow the other groups (e.g., D, F) to focus on X
- The Breakthrough Innovation group would focus largely on areas that all outside the current product groups (e.g., sensors)
- The added Zs would provide X (e.g., X, X) to all the X teams and X groups, driving X and YY but generally X
- The personnel required to staff the additional Zs would need to come by X

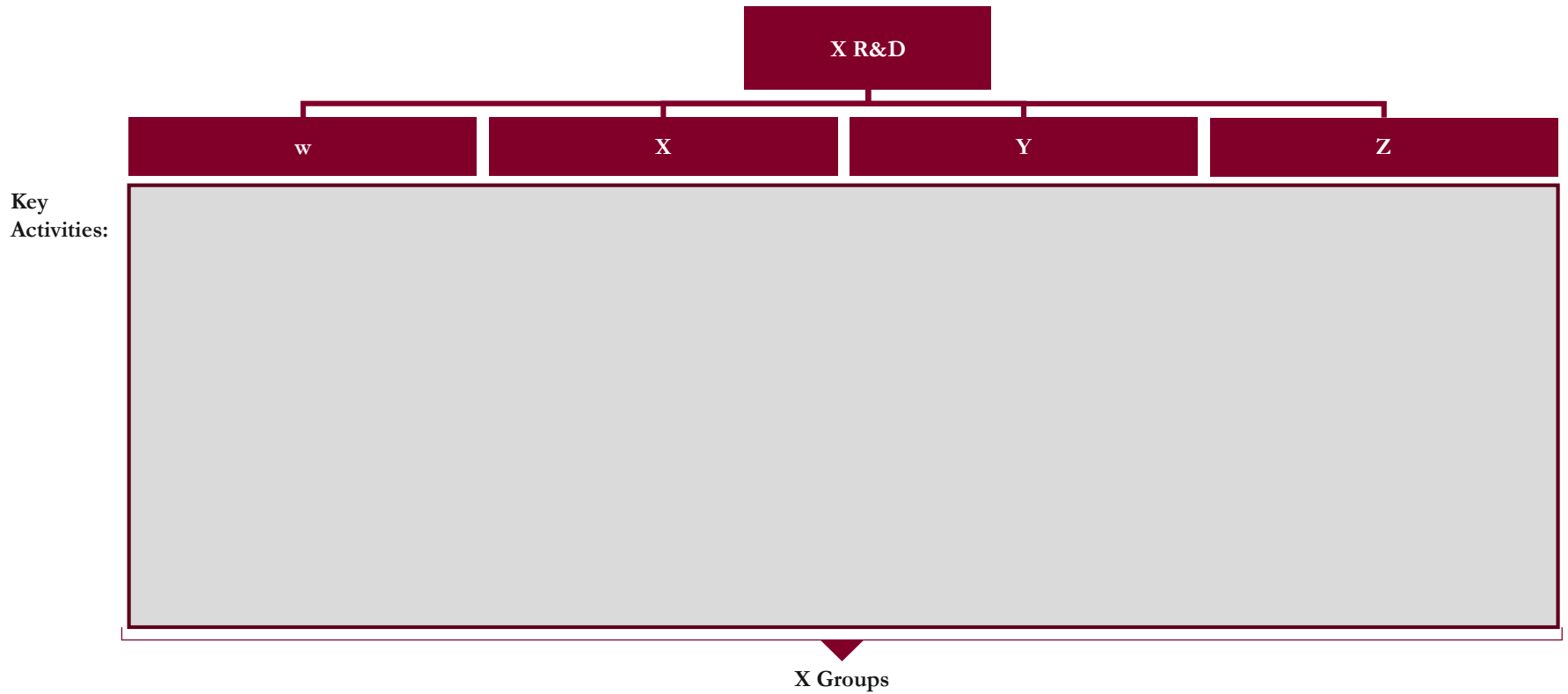
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X R&D: Draft organizational structure



X R&D: Key activities by organizational group



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X R&D: New organizational structure

